The Municipality of
Metropolitan Toronto

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Municipal Reference

April 21, 1983

To: Community Services and Housing Committee

Origin: Commissioner of Community Services

Subject: Proposal for a Police Mini-Station Pilot Project

Background

In the fall of 1982 the Metropolitan Board of Commissioners of Police and the Community Services and Housing Committee considered the report, Innovative Programs for Policing: Visit to Detroit, Michigan, May 1982.

A Joint Committee of the two bodies was struck to develop a proposal for a Mini-Station Pilot Project and an expanded Teens on Patrol Program. At its meeting of February 1, 1983, the Joint Committee instructed the Staff Working Group to develop a proposal for a prototype Mini-Station including a proposed operating budget, operational and administrative procedures and a time-frame for implementation. A separate report on initiatives underway regarding an expanded Teens on Patrol Program is attached for information.

The following report summarizes the main aspects of the Police Mini-Station Pilot Project.

1) Concept and Purpose of a Mini-Station

The concept of a Mini-Station invites citizens to become involved with the Police Force in policing the community. The Mini-Station provides an opportunity to create close interaction between uniformed police officers and the community they serve. The residents and businesses of a specific geographic area can better understand the policing function through the integrative community service provided by a Mini-Station. As a crime prevention tool, the Mini-Station provides an obvious focal point from which organizing of crime prevention programs can be undertaken.

The overall goal of the Mini-Station is to build an enhanced understanding of a police/community partnership. This goal is further defined by the following specific objectives:

a) to provide an experimental model for a community oriented police facility which increases positive community involvement with police;

b) to provide an opportunity for increased citizen participation in crime prevention programs;

c) to provide access to residents to the full range of policing services;

d) to provide an opportunity for police to increase their understanding of neighbourhood requirements;

e) to provide a co-location opportunity with other community services;

f) to maintain efficient deployment of police resources.

2) Location

The selection of the location for the Mini-Station prototype was to some extent pre-determined by the availability of a storefront facility at 1484 Danforth Avenue leased to the Municipality of Metropolitan Toronto for a five year period.

Nonetheless, the Staff Working Group considered the relative advantages and disadvantages of this site and concluded that the advantages far outweighed the disadvantages.

To summarize, the advantages are:

- 5 year lease on facility can provide a stable identity and good street identification;
- facility is large enough to accommodate meetings with community residents;
- no immediate facility rental costs to Police Force;
- co-location opportunity with Metropolitan Department of Community Services;
- high population area with limited community-based Police programs;
- located near businesses which are vulnerable to crime;
- low resident involvement in crime prevention programs (i.e. there is a clear need for improvement);
- opportunity to improve communications with ethnic populations in the area;
- 54 Division uniformed officers are supportive;
- divisional overlap (54 & 55 Divisions) is not a problem for Police Force.

The 1484 Danforth Avenue storefront is roughly 4000 square feet in size and is located approximately midway between Coxwell Avenue and Monarch Park Avenue on the north side of Danforth Avenue.

To the east and the west of 1484 Danforth there are some 38 stores with apartments above most. On the south side of Danforth between Coxwell Avenue and Monarch Park Avenue there are 10 businesses, some with above-store apartments. In this area, there are three banks, one Trust Company, one Finance Company and one jewellery store. There is considerable pedestrian traffic.

In the immediate area as well as in the larger area bounded by Greenwood and Woodbine Avenues there are a number of Social Clubs, billiard halls and "hang-out" locations, such as fast food outlets, video arcades, etc.

The area north of Danforth Avenue is primarily residential .

3) Neighbourhood Profile

a) Boundaries

The larger area of influence of the Mini-Station is bounded by Danforth Avenue to the south, Greenwood Avenue to the east, Woodbine Avenue to the west and O'Connor Drive to the north. This area corresponds to two Patrol areas (5408 and 5409) of 54 Division.

Although not formally considered part of the area of influence, it is natural to anticipate that there will be some activity flowing from the area south of the Danforth, possibly as far south as the CN Railway tracks. This area corresponds to 55 Division's 5504 and 5505 patrol areas.

b) Demographics

Based on 1981 Census Data the following characteristics of the area north of the Danforth are of interest:

Total Population:	24,185
Total English Population:	14,920
Total Italian Population:	3,580
Total Greek Population:	2,105
Total Chinese Population:	920
Total Other:	2,660

c) Crime Statistics - 1982

Patrol Area	B&E Apts	B&E House	B&E Shop	Robberies	Assaults
5408	3	61	15	8	17
5409	9	60	23	5	16
Total	12	121	38	13	33

d) General Description

The area of influence includes three secondary schools, five public schools, three parks, the Toronto East General and Orthopaedic Hospital, and the East York Municipal Offices.

Approximately 75 per cent. of the population lives within the Borough of East York and 25 per cent. within the City of Toronto.

The area is highly residential with a substantial portion of families and senior citizens living in owner-occupied private dwellings.

4) Organizational Structure

The Unit Commander of 54 Division will be responsible for the Mini-Station but will maintain close liaison with 55 Division Community Relations and Crime Prevention Officers.

The Mini-Station Officers will coordinate Community Program activities with Crime Prevention and Community Relations Officers in 54 Division and will work cooperatively with the Zone Teams serving the same area.

5) Staffing & Hours of Operation

Three uniformed police constables will be assigned to staff the Mini-Station for a period of from one year to 18 months. Auxilliary Police Officers will most likely also assist with staffing in the future.

The Officers selected must meet the following criteria:

- display a desire to be involved with community;
- ability to communicate well one-to-one and in large groups;
- ability to function with limited supervision and direction;
- must be innovative and self-motivated;
- knowledge of crime prevention and community programs;
- flexible.

The direct supervision of Mini-Station personnel will be handled by the Zone Coordinator.

On a trial basis, the proposed hours of operation of the Mini-Station will be from 9:00 a.m. to 11:00 p.m. seven days a week. The 3 personnel assigned will be able to cover 2 shifts per day from 9:00 a.m. to 5:00 p.m. and from 3:00 p.m. to 11:00 p.m.

6) Policing Services

In order to promote community cooperation between residents and Police, the main thrust of the Mini-Station will be the development and promotion of a broad range of crime prevention programs (Neighbourhood Watch, Business Watch, Operation Identification, Block Parents), Community Services activities and public education programs on policing.

The Mini-Station personnel will also take reports for occurrences such as lost property and minor thefts which do not require immediate investigation and follow-up. The area patrol car will be called in to assist if immediate follow-up is required. Mini-Station personnel will also provide general policing information to residents dropping in to the storefront and will attempt to link individuals to other community resources as required.

When necessary, the Mini-Station will be expected to carry out traditional police services and will respond to priority calls as required within the area of influence.

Crime Prevention information materials as well as other police related information materials will be displayed and available within the Mini-Station. Special crime prevention presentations will be held within the Mini-Station whenever convenient.

In addition, the Summer Police Youth Employment Program will locate its administrative office (one project manager and one clerk) from April 5, 1983 to September 9, 1983 at 1484 Danforth Avenue.

7) Department of Community Services at 1484 Danforth Avenue

The Department of Community Services has located the administrative offices of the Metropolitan Youth Employment Strategy as well as a repair depot for daycare toys and equipment at 1484 Danforth Avenue.

The Metropolitan Youth Employment Strategy components housed at 1484 Danforth Avenue include:

a) Youth Outreach Project

- one Project Manager
- one clerical support staff

Six youth outreach workers operating in six decentralized locations across Metropolitan Toronto work directly with socially, culturally, and economically disadvantaged youth ages 15 to 24 in their own environments. The purpose of this program is to link these youth to appropriate community resources or to develop new programs to meet their needs.

These six youth outreach workers report to the Project Manager housed at 1484 Danforth Avenue.

b) Metropolitan Youth Job Corps

- one Project Consultant
- one Research Assistant
- one clerical support staff

The Job Corps aims to serve those unemployed 15-24 year olds, to whom the various counselling, education, vocational training, work experience and job placement schemes that currently exist in Metropolitan Toronto remain inaccessible. The Job Corps will provide a program that enhances the life chances and the marketability of the youth who pass through it.

The Job Corps program plans to locate a carpentry work activity producing wooden toys at 1484 Danforth Avenue. A person skilled in woodworking will coordinate and administer this activity.

In addition to the specific programs outlined above, the 1484 Danforth Avenue site will house information and resource material regarding all aspects of services provided by the Department of Community Services and other pertinent information related to Metropolitan services to the public.

The hours of operation of the Department of Community Services at 1484 Danforth Avenue will be from 9:00 a.m. to 5:00 p.m.

The co-location of the Department of Community Services and the Metropolitan Toronto Police Force at 1484 Danforth Avenue provides an excellent opportunity for provision of information to community residents and for cooperation across a broad range of community services.

Staff working with disadvantaged youth in Metropolitan Toronto and police personnel will have an opportunity to learn from each other through this co-location experience.

8) Evaluation Component

The need for an evaluation component to the Mini-Station Pilot Project was identified in the Report submitted to the Board of Commissioners of Police and the Community Services and Housing Committee in the fall of 1982. The Report recommended that the Pilot Project include an evaluation mechanism jointly developed by the Police Force and the Department of Community Services.

The Staff Working Group struck an Evaluation Sub-Committee to develop the basic parameters for an evaluation mechanism.

The Evaluation Sub-Committee agreed that it is essential to test the success or failure of the Mini-Station Pilot Project against a set of pre-determined expectations.

The Mini-Station evaluation, therefore, requires the systematic collection of objective, appropriate data and a subsequent analysis of the Mini-Station program process and outcome. The results of this evaluation will assist management to make decisions regarding the effectiveness of the Mini-Station and the appropriateness of this prototype in enhancing responsiveness to the needs of the community.

Some basic questions to be asked through the evaluation process are:

- Is the service provided through the Mini-Station worthwhile?
- Is the service cost-effective?
- Is there a reduction of crime?
- Is community interest in crime prevention programs increased?
- Are there positive improvements in police/community relations?
- Does the co-location opportunity provide any benefits to the Department of Community Services?

The Evaluation Sub-Committee was of the opinion that staff of the Mini-Station and staff of the Planning and Research Unit of the Police Force would be able to collect and maintain most of the objective data required to measure success or failure.

The collection of data which would measure community attitudes and responsiveness is more difficult to underake without specialized expertise. Similarly, the analysis of all the data collected requires some objectivity and specialized expertise.

It is also critical that an evaluation mechanism be put into place as close to the outset of the Pilot Project as possible and that evaluation reporting dates be agreed to within specific phases in the life of the Pilot Project.

The Staff Working Group concluded that the Metropolitan Toronto Police Force and the Department of Community Services should undertake a joint evaluation of the Mini-Station Pilot Project and should share the costs of retaining an external consultant.

9) Budget Considerations

As has been previously indicated, the Department of Community Services is bearing the costs of facility rental. Additionally the Department has undertaken to provide the furnishings and office equipment required for the total operations at 1484 Danforth Avenue through existing surplus stock. Renovations of the storefront were undertaken by the Department with financial assistance from a federal Job Creation Program.

The budget outlined below describes the direct costs to the Metropolitan Toronto Police Force on an annual basis.

Expenditure	Total	May-Dec '83	Jan-Apr '84
Police Constables (3)	$ 93,000.00	$ 62,000.00	$31,000.00
Benefits - 15 per cent.	13,950.00	9,300.00	4,650.00
Overtime, Shift Bonus, Court etc.	13,050.00	8,700.00	4,350.00
Telephone Installation (2)	210.00	210.00	-
Telephone Charges (2)	2,280.00	1,520.00	760.00
Stationery	350.00	235.00	115.00
Mitre Hand Set & Base	Existing Stock		
Total Expenditures:	*$122,840.00	$ 81,965.00	$40,875.00

* It should be noted that telephone and stationery costs at a total of $2,840.00 are the only expenditures over and above current estimates.

10) Time Frame for Mini-Station Pilot Project

In order to effectively test the success or failure of the Mini-Station Pilot Project, a minimum of a one year period of operation is required. It is preferable, however, to consider a two year period as a more reasonable time frame for proper testing of the prototype.

There will be a period of adjustment for both the police personnel and the community which might extend from three to six months. Adjustments in the methods of engaging community participation and in testing various outreach methods require a less restrictive time frame than 12 months can provide.

It is important also to be aware of the other organizational changes currently underway in the Police Force. These changes, together with a prototype Mini-Station, will certainly result in additional pressures which can more readily be handled over a longer period of time.

The Staff Working Group proposes, therefore, that the Mini-Station Pilot Project be given a two-year life span with a Progress Report submitted at the end of 12 months and an Evaluation Report submitted at 18 months.

11) Target Date for Opening of the Mini-Station

The 1484 Danforth Avenue site is virtually ready for occupancy now and the Department of Community Services staff are currently located in the premises.

It was the opinion of the Staff Working Group that an ideal target opening date might be during 1983 Police Week - May 16-20.

The opening of the Mini-Station should be accompanied by appropriate media coverage tying into Police Week.

Police Officers have already canvassed all the businesses in the immediate area and have received a universally positive response.

12) Identification of the Mini-Station

The 1484 Danforth Avenue site is a double storefront. The Staff Working Group considered a number of options regarding the manner in which the storefront would be identified as a Mini-Station and a Department of Community Services office.

There was agreement that both the Metropolitan Toronto Logo and the Metropolitan Toronto Police Force Logo would be prominently displayed. Similarly, there was agreement that the title Municipality of Metropolitan Toronto be used as a main identifier.

However, the Staff Working Group was inconclusive in its deliberations on the use of the term "Mini-Station". The options considered were:

Metropolitan Toronto Police Force Mini Police Station
Metropolitan Toronto Police Force Outreach Program
Metropolitan Toronto Police Force Storefront

One option given serious consideration is to have the north window of the storefront marked as follows:

Municipality of Metropolitan Toronto

Police Services
Community Services

and the two logos.

The south window of the storefront would bear a descriptive name for the Mini-Station to be arrived at through a "Name the Mini-Station" suggestion box to be available at the site during Police Week and given appropriate publicity.

This option, is, of course, full of potential difficulties.

There are, no doubt, other imaginative options available. The Staff Working Group may have exhausted its creativity on this issue and therefore leaves the matter open for consideration.

Recommendations

It is recommended that the Metropolitan Board of Commissioners of Police:

a) approve and authorize the implementation of a prototype Police Mini-Station located at 1484 Danforth Avenue as outlined in the preceding report;

b) authorize the opening of the Mini-Station during Police Week, May 16-20, 1983;

c) request the Public Affairs Office of the Metropolitan Toronto Police Force to develop an appropriate media and public relations strategy for the opening of the Mini-Station;

d) request the Public Affairs Office of the Metropolitan Toronto Police Force to consult and advise the Department of Community Services on the appropriate identification of the external facade of the Mini-Station site;

e) approve a joint evaluation of the Mini-Station Pilot Project with the Department of Community Services;

f) approve negotiations with the Department of Community Services to share the costs of retaining an external evaluation consultant, within current estimates;

g) authorize the appropriate Metropolitan Toronto Police Officials to take the necessary action to give effect thereto.

It is recommended that the Community Services and Housing Committee:

a) approve a joint evaluation of the Mini-Station Pilot Project between the Department of Community Services and the Metropolitan Toronto Police Force;

b) approve negotiations with the Metropolitan Toronto Police Force to share the costs of retaining an external evaluation consultant, within current estimates;

c) request the Department of Community Services to prepare, in consultation with the Metropolitan Toronto Police Force, the terms of reference for this evaluation and to participate with Police Officials in a Steering Committee for the evaluation;

d) authorize appropriate Metropolitan officials to take the necessary action to give effect thereto.

COMMISSIONER OF COMMUNITY SERVICES

Appendix I

SUMMER POLICE YOUTH EMPLOYMENT PROGRAM

Background

In the fall of 1982 the Metropolitan Board of Commissioners of Police and the Community Services and Housing Committee considered the report, Innovative Programs for Policing: Visit to Detroit, Michigan, May, 1982.

This report included the following recommendations regarding the expansion of the existing Teens on Patrol Program operated by the Metropolitan Toronto Police Force during the summer months:

1) That the Metropolitan Toronto Police Force request the federal and provincial Solicitor-Generals' Department, the Canada Employment & Immigration Commission, and the Ontario Youth Secretariat to fund an expanded Teens on Patrol program to operate during the summer months.

2) That an expansion of the Teens on Patrol program place special emphasis on hiring economically disadvantaged and minority youth.

3) That the Metropolitan Toronto Police Force and the Metropolitan Toronto Department of Community Services design and implement a Seniors' Escort Service as a component of the summer Teens on Patrol program.

At its meeting of February 1, 1983 the Joint Committee was advised that the Metropolitan Toronto Police Force and the Government of Ontario had already undertaken initiatives to develop a Summer Police Youth Employment Program.

On January 14, 1983 a meeting was held by the Race Relations Division of the Ontario Human Rights Commission with the Metropolitan Toronto Police Force, the Ministry of the Solicitor General, the Ontario Youth Secretariat and the Coordinator, Multicultural Relations. This initial meeting marked the beginning of a planning process for a Summer Police Youth Employment Program which gave consideration to the recommendations noted above.

The following report provides an update on these initiatives and includes a brief description of the program.

1) Program Objectives

The overall objectives of the Summer Youth Employment Program are:

- to provide summer employment for 35 youth to be recruited from strategic areas where there is evidence of high youth unemployment generally and high visible minority youth unemployment particularly;

- to provide meaningful summer employment through a learning experience in the Community Relations area of the Metropolitan Toronto Police; and

- to provide an experience and opportunity for police and the youth to improve mutual relations.

2) Funding and Administration

The Ontario Youth Secretariat has approved a total of $50,100.00 which is in the form of a transfer payment to the Ministry of Labour and thence to the Police Force. The program will be directly administered by the Police.

The Ministry of Labour and the Metropolitan Police Force have each designated a coordinator for the Program. In addition a Staff Committee has been formed to oversee the program development. This committee is made up of representatives from the Metropolitan Toronto Police Force, the Ontario Human Rights Commission, the Ministry of Labour, Personnel Branch, and the office of the Multicultural Relations Coordinator, Municipality of Metropolitan Toronto.

Thirty-five disadvantaged youth will be hired for an eight(8) week period, a project manager for twenty-four(24) weeks and a secretary for 18 weeks. The total time frame is April 5, 1983 to September 9, 1983.

Disadvantaged youth are youth who experience employment difficulties because of socio-economic status, educational background, race or ethnicity.

The 35 youth will be divided into work groups of 7 and assigned to each of the 5 Police Districts. Two Community Relations Officers from each District will be assigned to supervise the participants in the field.

The C.R.O.'s will be responsible for the office and transportation needs of the participants, the implementation of the project, and maintaining close liaison with Seniors Services Voluntary Groups, Project Manager and Police Project Coordinators.

The Project Manager will be responsible for the disciplining of participants and the day to day administration.

3) Work Activity

The work activity to be undertaken by the youth participants in the project targets the senior citizen population, particularly shut-ins, with the objective of increasing senior citizens' awareness of the availability of policing services in the field of Community Relations and Crime Prevention. There will be a special emphasis on the Vial of Life program.

Contact with senior citizens will be made in cooperation with Seniors Services voluntary organizations such as Meals on Wheels and Home Support Services. The specific strategies will be developed with individual participating organizations and police in the Districts.

The Department of Community Services of Metropolitan Toronto has assisted the Police Force with the initial contacts and meetings with the Seniors Services Networks across Metropolitan Toronto.

4) Training

The youth participating in the Program will receive 3 days of orientation at the outset, 2 days of Job Enrichment during the eight week period, including basic information on career selection, job search techniques, job interview techniques etc., and 2 days for Project Evaluation.

The Ethnic Relations Unit of the Police Force is responsible for arranging the content for this training program and will provide supervision for these days.

5) Selection Process

The Project Manager is responsible for developing an outreach recruitment strategy for the participants. Although the participants will apply through the Ministry of Labour, the Project Manager will screen all applications and will be responsible for setting up the Interview Selection Boards. Each Police District will have a Selection Board consisting of the Project Manager, a Community Relations Officer, and a Ministry of Labour or a Municipality of Metropolitan Toronto representative.

The participants will be selected on the basis of the following criteria:

a) Disadvantaged
b) Willingness to Work
c) Suitability to Program
d) Acceptance of Police Screening Process

6) Evaluation

The Project Manager will be responsible for evaluating the program's effectiveness in meeting goals. A final report including recommendations will be submitted at the end of the project to the Ministry of Labour and the Metropolitan Toronto Police Force.

7) Conclusion

This report is submitted for information purposes to the Metropolitan Board of Commissioners of Police and the Metropolitan Community Services and Housing Committee.

Appendix II

JOINT COMMITTEE OF COMMUNITY SERVICES & HOUSING COMMITTEE AND METROPOLITAN BOARD OF COMMISSIONER OF POLICE

Members: Paul V. Godfrey, Metropolitan Toronto Chairman
Mayor Art Eggleton, C S & H Committee
Controller, Fergy Brown, C S & H Committee
Judge Garth Moore, Board of Police Commissioners
Mayor Dennis Flynn, Board of Police Commissioners

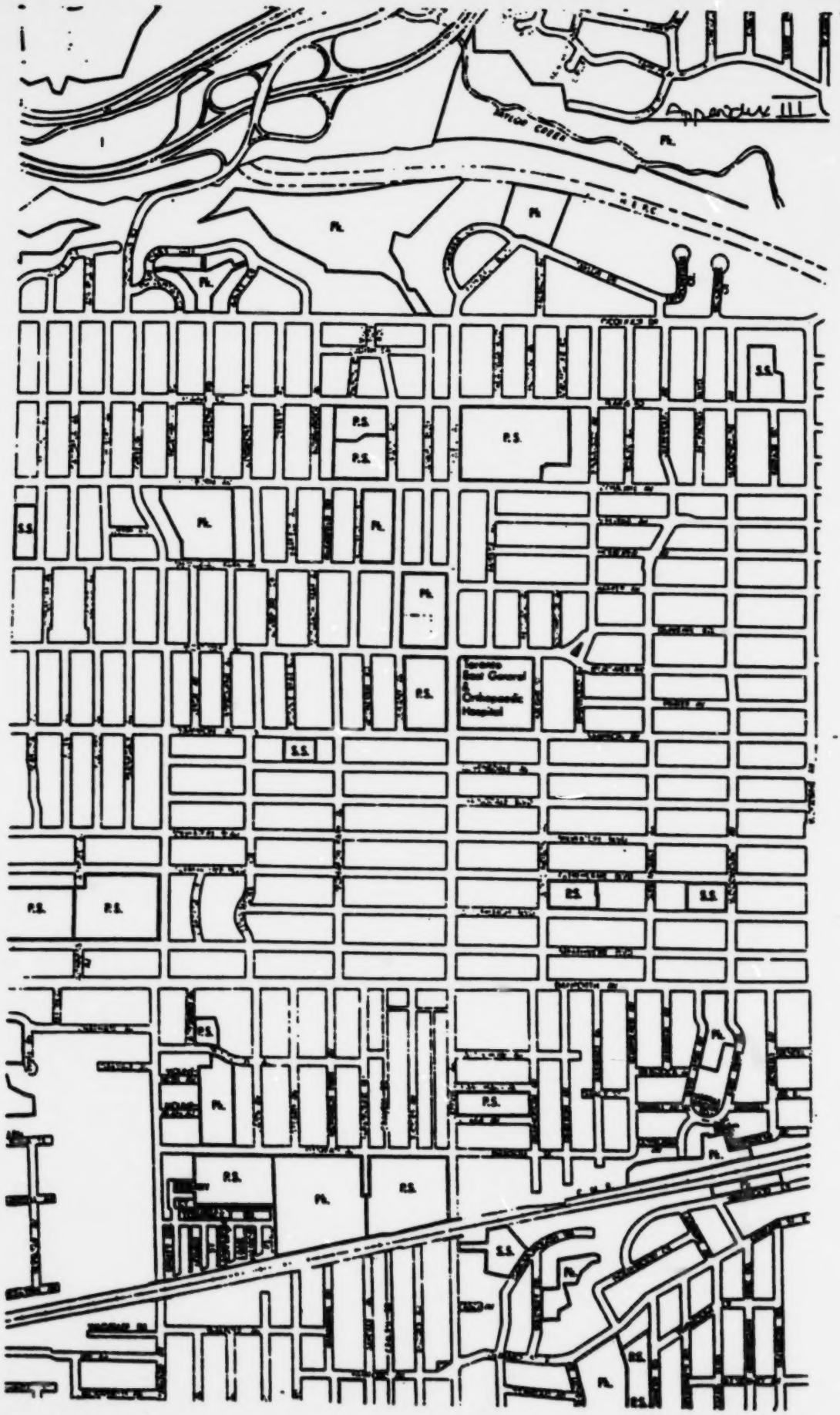
Staff Working Group: Inspector John Ball
Sargeant Allen Magda
Rosanna Scotti
Sylvia Searles
Shirley Hoy
Earl Miller
Staff Sgt. Brian Cove-Shannon
Sgt. Roy Pilkington
Staff Sgt. Bob MacDonald
P.C. Doug Jackson
P.C. Steve Holroyd
P.C. Meredith Cutting
P.C. Allen Pollard

Terms of Reference:

1. The Joint Committee, in consultation with the Chief of Police, develop a proposal for a Mini-Station Pilot Project and an expanded Teens on Patrol Program including projected capital and operating costs, operational terms and conditions, locations, and an implementation time frame;

2. The Joint Committee explore the availability of funding from the federal and provincial governments.

Origin:
- Community Services & Housing Committee September 30, 1982
- Metropolitan Toronto Board of Commissioners of Police, Oct 7, 1982


Appendix III
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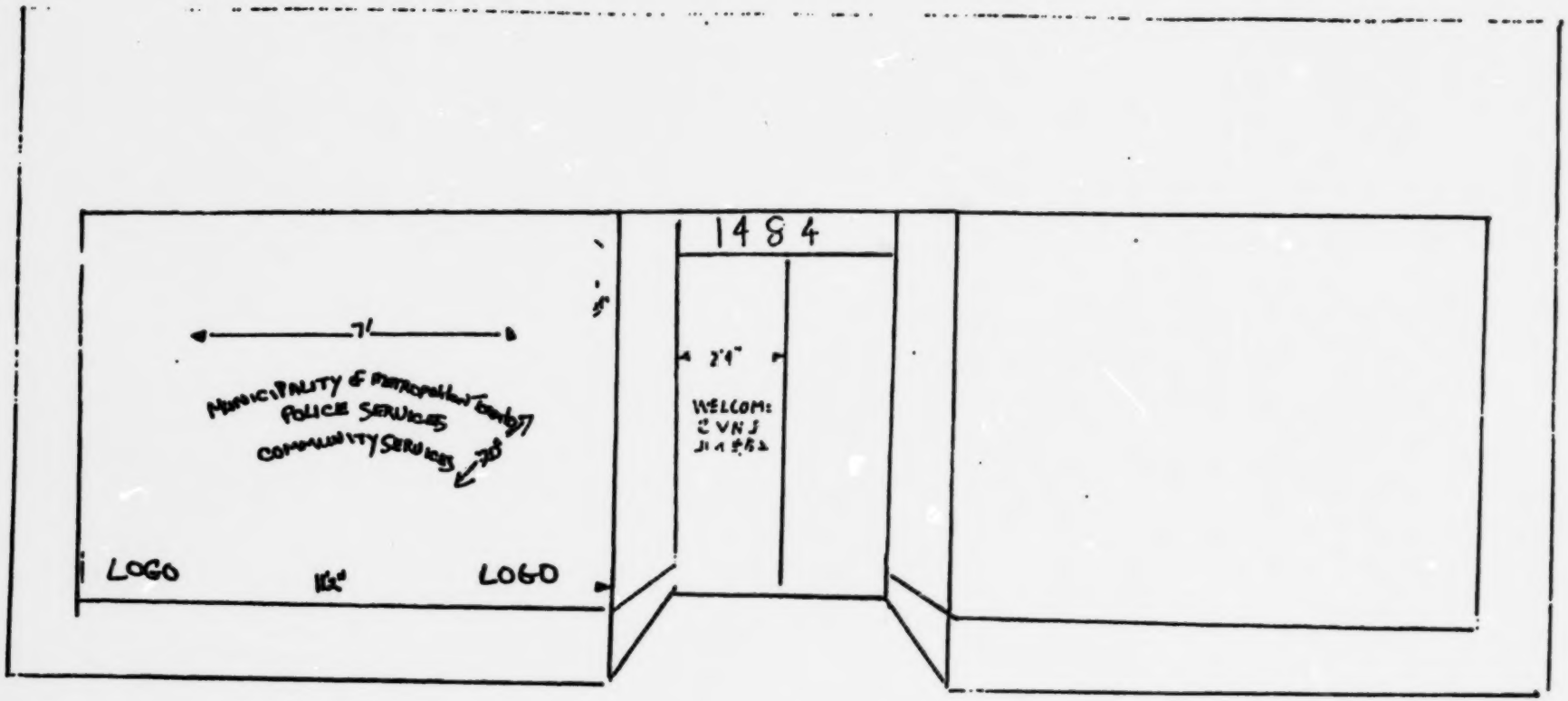
Appendix "C"

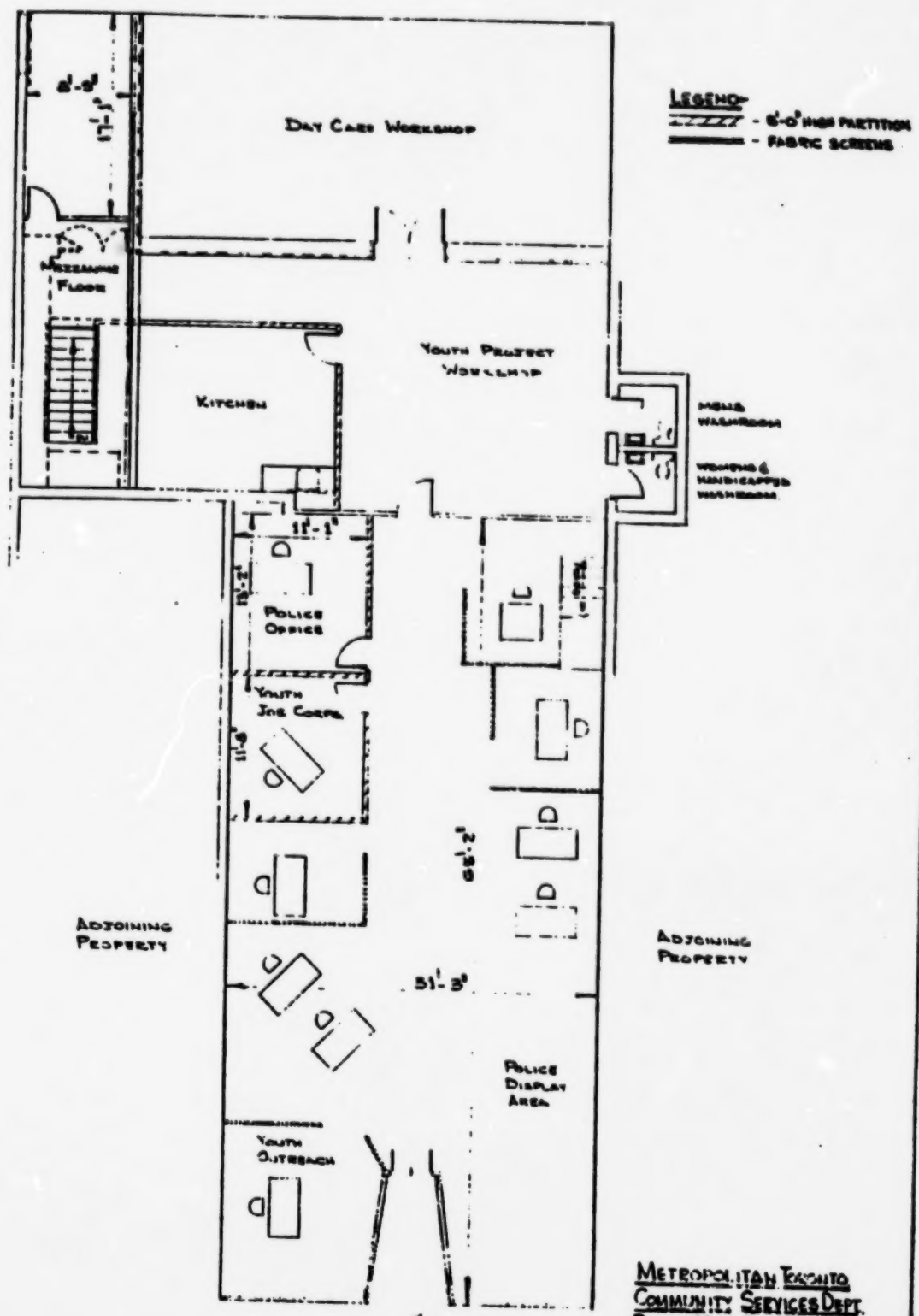
4" LETTERING ON SIGN TO SCALE 14" WHITE TRANSLUCENT ACRYLIC COST $4.00/sq' × 21sq' = $84.00



SCALE 1" = 1cm

Peter Klapchuk

Appendix D



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